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INTELLIGENCE PRODUCTION COURSE
#2-74

18 March - 3 May 1974

Chamber of Commerce Building

Functional Training Division
Office of Training

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COURSE OBJECTIVES

1. To help the young professional become more knowledgeable about all facets of the production of finished intelligence: requirements; sources of intelligence information; processing and storage of intelligence information; analysis, interpretation, and presentation of the finished product.
2. To explain the role of CIA in the intelligence production cycle and the relationships of the Agency with other components of the intelligence community.
3. To afford opportunity for orientation to several new methodologies in the analysis of intelligence information, including the use of the computer.
4. To help the student understand the role and significance of foreign intelligence support to national security decision-making at the Federal level.

COURSE METHODS

1. Presentations provided by intelligence specialists from the CIA as well as selected representatives from several other agencies in the intelligence community.
2. Discussions held with intelligence analysts from production offices of the CIA and other members in the intelligence community.
3. Participation in practical analytical exercises including interviewing for sources of intelligence information.
4. Tour of selected facilities within the intelligence community.

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25X1A

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COURSE UNITS
IPC #2-74

Unit I

U.S. Intelligence Objectives and Intelligence Support for
National Security Decision-Making

One half-week is devoted to an identification of U.S. intelligence objectives; the responsibilities of the CIA in general and the DCI in particular; and the interrelationships of the Agency with other elements of the U.S. Government concerned with foreign intelligence.

Unit II

The Intelligence Cycle: Collection and Processing Phase

Approximately three weeks will be devoted to the first two phases of the intelligence effort--the collection of intelligence information from overt and clandestine sources (human and technical) and the processing of collected information.

In this unit class officers conduct an in-depth survey of the collection and processing activities within the intelligence community. Included in this unit are demonstrations of intelligence data handling activities, visits to repositories, seminars, interviewing for sources of information, and involvement in practical exercises.

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Unit III

The Intelligence Cycle: Analysis, Interpretation, and Presentation Phases

About three and a half weeks are spent on the analysis, interpretation, and presentation phases of intelligence production. The focus is on the analyst producing finished intelligence in the Directorates of Intelligence and Science and Technology in the Agency and in the analysis components of the Departments of State and Defense. Through presentations by key analysts, directed readings, selected visits, discussions, and practical exercises, the officers in the class receive first-hand insight on tasking, selection of research methodologies, analytical techniques, methods of interpretation, and presentation formats. Official visits acquaint the class with activities of the intelligence community directed towards satisfying requirements for finished intelligence for purposes of national security-- principally at the Washington level.

Unit IV

The Consumer of U.S. Foreign Intelligence

For one-half week the class receives a series of presentations which identify and discuss the policy-level consumers of foreign intelligence, the relationships between the policy entities and the intelligence support entities, together with evaluations of the effectiveness of finished intelligence.

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INTRODUCTION

FIRST WEEK

Monday, 18 March

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0900-1020 Course Introduction
- Administrative Affairs
- Security
- Class Officers' Profiles and Interest Inventory
- Presentations and Introductions

Course Chairman
Functional Training
Division, OTR

THE U.S. NATIONAL SECURITY SYSTEM

1035-1200 Directed Reading and Study
- Texts:
Fundamentals of Intelligence;
Intelligence Alerting Functions;
Intelligence and National Security;
Bibliography of Intelligence Literature.
- Intelligence Objectives and Programs
- Other Selected Readings on the U.S. National Security System and Intelligence Support

STAFF

1200-1300 LUNCH

25X1A

1300-1420 The Career of an Intelligence Analyst in CIA

Former Agency Officer

1430-1600 Discussion: The National Security System

25X1A

The participants at the policy and intelligence levels, their needs and responsibilities, relationships with each other, and the outlook for the U.S. foreign intelligence system.

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Tuesday, 19 March

25X1A

0900-1020 The Nature and Scope of the Intelligence Community

A discussion of the functioning of the U.S. Intelligence Community, the variety of its analytical environments, and the specific roles of its principal members in intelligence collection and production activities.

25X1A

1035-1200 Information Requirements and Collection Guidance

[redacted] discusses collection guidance throughout the intelligence community from the vantage point of the IRS, and the all-source information requirements system within the Agency--its capabilities and limitations.

25X1A Deputy Chief, Information Requirements Staff, Directorate of Intelligence

1200-1300 LUNCH

25X1A

1300-1600 Discussion of Intelligence Objectives and Productivity

25X1A

[redacted]
reviews various aspects of guidance and direction for intelligence collection and production; the Key Intelligence Questions for 1974 and the KEP. The speaker addresses the nature and scope of intelligence productivity in the U.S. community and offers criteria for evaluating its effectiveness.

Special Assistant to the Deputy to the DCI for the Intelligence Community

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THE DIRECTORATE OF OPERATIONS

Wednesday, 20 March

25X1A

0900-1020 Clandestine Sources of Information

25X1A [REDACTED] using operations against communist parties as an example, examines the Agency's clandestine collection efforts.

1035-1200 Target for Collection: The Soviet Union

25X1A

[REDACTED] Soviet Bloc Division/DO

The speaker describes the special challenges for clandestine collection efforts against the USSR because of the nature of its leadership and society.

25X1A

1200-1300 LUNCH

1300-1420

[REDACTED]
clandestine collections and describes the unique problems associated with such activity.

1430-1600 Collection and Reporting from Liaison Sources TBA

Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this effort is described by an experienced officer who has dealt with the problem for many years.

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Thursday, 21 March

25X1A

0830-1000 The Environment of Intelligence Collection and Analysis

[REDACTED]
Member, IC Staff, DCI

The environment of analysis and sources of information for U.S. foreign intelligence.

VISIT TO DIS (Anacostia, Bldg. T-5)

1030-1200 The Defense Attache System; Tour of the Attache Department

Cmdr. Timothy O'Keefe
Attache Department,
Defense Intelligence
School

1200-1230 LUNCH (Bldg. T-5)

1230-1300 Briefings on the Activities of the Career Intelligence Department (DIA/DIS)

Col. Raymond Goetz
Director, Career
Intelligence Department,
DIS

An explanation of goals and programs designed for intelligence officers in DOD agencies and commands.

1300-1430 Graduate Elective Seminar

Capt. Lucas
USAF, DIS Coordinator

Intelligence problems in the 1970's (Arms Control)

25X1A

1440-1530 Special Briefing on Intelligence in Support of Military Decision-Making

JCS Case Study.

1530 Depart Anacostia for the Chamber of Commerce Building

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Friday, 22 March

25X1A

0900-1015 Readings and Discussion

An orientation to the collection and analysis activities of the State Department; the relationships between policy and intelligence support.

Intelligence Institute
OTR

VISIT TO STATE DEPARTMENT

1045-1100 Overall Responsibilities of the Bureau of Intelligence and Research

James R. Gardner
Assistant to the Deputy Director for Coordination, Bureau of Intelligence and Research

1100-1200 Embassy Reporting

Edward S. Walker, Jr.
Office of Israel and Arab/Israeli Affairs

1200-1330 Luncheon with Mr. William McAfee, Deputy Director for Coordination

Curtis F. Jones
Director of Research and Analysis for the Near East and South Asia

1330-1420 Research Activities in INR

William J. Trainor
Deputy Director for Research Coordination

1430-1515 External Research Activities

1515-1545 Tour of Operations Center of the Secretariat

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SECOND WEEK

Monday, 25 March

0900-1000 Intelligence Sources Survey
(First Period)

- Arranging for clearances
- Making initial contacts

Officers of the class interview as many intelligence officers and analysts that they can find in CIA and the Intelligence Community who are working in the same area or subject as they are. The purpose of the interviews is to find out from other analysts what are the most useful sources of information on the selected subject or area of specialization.

VISIT TO ARMY SECURITY AGENCY
(Leave C of C Bldg. by 1000)

1030-1200 Army Security Agency Briefing
(Arlington Hall Station)

A command briefing "ASA Today" gives an up-to-date picture of SIGINT activity of the U.S. Army and it's relationship to the national effort.

1200-1300 LUNCH

1300-1600 Intelligence Sources Survey
(Second Period)

- Preparing for interviews
- Conducting interviews within the Agency

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METHODOLOGIES FOR INTELLIGENCE ANALYSIS

Tuesday, March 26

25X1A

0900-0915 Introduction to "Methodologies for Analysis"

Course Chairman discusses the role of this bloc in the course.

25X1A

0915-0930 Introduction

An overview of the IST program.

C/ISTP/OTR

0930-1200 Introduction to Computer Systems

25X1A

The structure of Batch and Interactive Computer Systems and a Tutorial Session on the terminals.

1200-1300 LUNCH

25X1A

1300-1600 Information Storage and Retrieval

ISTP/OTR

To develop an understanding of the importance of search strategies and their impact on retrieval operations.

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Wednesday, March 27

0900-1200	Information Storage and Retrieval (Contd.)	25X1A [REDACTED]
	<i>To develop an understanding of the causes of semantic and syntactic distortions.</i>	
1200-1300	LUNCH	25X1A
1300-1600	Information Storage and Retrieval Systems	ISTP/OTR [REDACTED]
	<i>To discuss the use of proper measures of performance in evaluating Information Storage and Retrieval Systems.</i>	

Thursday, March 28

0900-1200	Communication and the Analytic Process	25X1A [REDACTED]
	<i>To present applications demonstrating the use of Logic and Set Theory in the analysis of intelligence.</i>	
1200-1300	LUNCH	25X1A
1300-1600	Queues	ISTP/OTR [REDACTED]
	<i>To demonstrate the concepts and use of queueing analysis.</i>	

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25X1A

Friday, March 29

25X1A

0900-1200 [REDACTED] (Mini) [REDACTED]

25X1A

*To conduct a [REDACTED]
Exercise.*

1200-1300 LUNCH

25X1A

1300-1600 Panel on Information Science
and Intelligence [REDACTED] (Chairman)

[REDACTED]
25X1A

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THIRD WEEK

Monday, April 1

25X1A

0900-1200 New Methodologies

A seminar on proposed or currently-in-use methodologies for intelligence analysis problems.

25X1A

1200-1300 LUNCH

1300-1530 The Challenge of Change to the Intelligence Analyst

The implications for intelligence collection activities.

Tuesday, April 2 and Wednesday, April 3

0900-1545 VISIT TO THE NATIONAL SECURITY AGENCY
(each day)

This two day program at Fort Meade orients the class to the essentials of the SIGINT and COMSEC responsibilities of NSA. Among the presentations are visits to DEFSMAC and NSOC, briefing by specialists on SIGINT collection, traffic analysis, applications of cryptography, and analyst-to-analyst discussions.

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25X1A

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Wednesday, April 10

0900-1020 Sources Survey
(Fifth Period)
Completion of interviewing of sources and preparation of reports.

1035-1530 Individual Reports on Sources Survey
Oral reports on sources survey includes partial videotaping of presentations for practice in briefing techniques.

1500-1600 Advanced Reading Kits: Guidance on Unit III 25
Distribute unclassified portions for outside reading.

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Thursday, April 11

0830-0930	Readings on Technical Intelligence Collection	<i>Assigned articles on selected topics of scientific and technical intelligence collection, processing, and analysis.</i>	
0930-1200	Science and Technology in Intelligence	<i>Discusses research and development activities on an Agency-wide basis. He also talks about advanced collection systems.</i>	Leslie Dirks Director, Office of Development and Engineering, DDS&T
1200-1300	LUNCH		25X1A
1300-1430	Research in Science and Technology	<i>A discussion of current activities and trends in scientific and technical research and their potential impact on intelligence production for the immediate future.</i>	ORD/DDS&T
1445-1600	ELINT Exploitation, Processing, and Application	<i>A discussion of the Agency's role in the national tasking for ELINT; responsibilities and activities of the Office of ELINT.</i>	25X1A Office of ELINT, DDS&T

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Friday, April 12

VISIT TO CENTRAL REFERENCE SERVICE

This all day visit is designed to be a thorough introduction to the services available in CRS for analysts. The Director of CRS opens the program with an overview of the service. This is followed by tours and explanations of the library, Historical Intelligence Collection, area divisions, and the computer center. Additional time is spent familiarizing the class with the various document services, pictorial services, and the acquisition and dissemination process. A practical exercise involves each officer in the production of a biographic report.

0900-0945	Overview	<u>Harry Eisenbeiss</u> Director, Central Reference Service
0945-1000	Area Division Briefings	
1000-1200	Biographic Intelligence Production Exercise	
1200-1300	LUNCH	
1300-1545	Tours in Document Services Group and the Historical Intelligence Collection - Library - Film and Pictorial Services - Document Services - Acquisition and Dissemination - Summary Session (Question & Answer)	

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FIFTH WEEK

Monday, April 15

VISIT TO NATIONAL PHOTOGRAPHIC CENTER
AND IMAGERY ANALYSIS SERVICE
(Bus departs C of C Bldg.-0815)

0900-1030 Overview of Origin and Productivity of the NPIC Mr. John Hicks
Director, NPIC

1030-1400 *Presentations by selected unit chiefs and imagery specialists on programs of NPIC; the work of the imagery analyst/interpreter collateral support; the interface between the Center and the production elements of the Intelligence Community and other consumers; projections into the near future; analyst to analyst discussions.* NPIC

1400-1600 Imagery Analysis Presentations and Tours IAS

Distinctions between the work of NPIC and IAS; programs and productivity.

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Tuesday, April 16

25X1A

0900-1200 Analytical Exercise: Part I

[REDACTED]
ICTP/FTD/OTR

This is Part I of an exercise designed to give the officer practice in analytical processes and expression under guidance and critique of a professional in written communication.

1200-1300 LUNCH

25X1A

1300-1350 USIB (SIGINT Committee)

[REDACTED]
CIA Representative
SIGINT Committee

This presentation is intended to summarize the SIGINT effort of the U.S. Intelligence Community and the work of the SIGINT Committee with special focus on CIA's role.

1410-1530 Agency SIGINT Operations

25X1A

[REDACTED]
DDO

An overview of the Agency's responsibilities in the SIGINT community by the director of this activity in the Operations Directorate.

1530-1600 Administrative Time

Staff

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Wednesday, April 17

THE INTERCULTURAL AND PSYCHOLOGICAL
DIMENSION OF INTELLIGENCE ANALYSIS

25X1A

0830-1200

Part I 25X1A

Former Agency
Officer

[redacted] begins a two-part presentation and seminar on the intercultural and psychological dimension in intelligence analysis. Through the use of guided readings, lecture/demonstrations, films, and discussion of case studies, this unit demonstrates why and how analysts need continually to re-examine the hidden assumptions upon which they tend unconsciously to base conclusions about foreign situations.

1200-1300

Lunch

25X1A

1300-1420

Part I (Contd.)

1440-1615

Origins of U.S. Central
Intelligence

[redacted]
Intelligence
Institute/OTR

25X1A [redacted], a specialist in historical research discusses the tap-roots of the U.S. concept for central intelligence, British and U.S. collaboration in intelligence during WW II, and the research methods he employed as he wrote an official history of the COI.

25X1A

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Thursday, April 18

THE ANALYST AT WORK

(Room 3E-61, Hqs.)

0900-1200	The Analyst at Work in Political Intelligence - Overview of the Office of Political Research - An Analysis of Political Indicators - Other Topics	25X1A [REDACTED] OPR/DDI 25X1A [REDACTED] OPR/DDI TBA
1200-1300	LUNCH	25X1A [REDACTED]
1300-1445	The Analyst at Work in Scientific Intelligence <i>A Case Study in which an analyst working on the scientific and technical capabilities of the PRC describes his work including sources, tasking, methods, and production of finished intelligence.</i>	Intelligence Community Staff 25X1A [REDACTED] Office of Scientific Intelligence/DDS&T 25X1A
1500-1600	[REDACTED]	[REDACTED]

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Friday, April 19

25X1A

0900-1200 Analytical Exercise Part II

25X1A [REDACTED] concludes this
two-part analytical exercise.

1200-1300 LUNCH

25X1A

1300-1400 Communications Support to
Collection, Processing and
Analysis

[REDACTED]

Office of Communications

*Activities of the Agency are
described by a senior official of
this world-wide system.*

25X1A

1415-1600 The National Intelligence Officer

[REDACTED]

NIO, Western Europe

*One of the senior intelligence
specialists of the Intelligence
Community describes his responsi-
bilities and the outlook for his
area as the National Intelligence
officer for Western Europe.*

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SIXTH WEEK

Monday, April 22

0900-1200 The Analyst at Work in Economic Research

- The Office of Economic Research Overview

Maurice Ernst
Director, Economic Research
25X1A

- Intelligence for Energy Matters (Case Study)

OER

- Intelligence for Monetary Problems (Case Study)

TBA

These discussions illustrate the type of finished intelligence production of OER.

1200-1300 LUNCH

1300-1600 Basic and Geographic Intelligence

John K. King
Director, OBGI

The Director of OBGI discusses Geography as an Element of National Power, Geographic Research in CIA, and the role of Cartography in Analysis and Presentation of Intelligence.

Optional tours of the map-making facilities of the Cartographic Division and of the CIA Map Library are available to the IPC class on other dates.

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Wednesday, April 24

The Analyst at Work in Weapons Intelligence

25X1A

0900-0920	An Overview of the Office of Weapons Intelligence	[REDACTED] Deputy Director, Office of Weapons Intelligence
	<i>The analyst sees the all-source approach to analysis of foreign missile and space activity.</i>	
0930-1020	A Case Study of a Strategic Weapons System	TBA
1030-1130	A Case Study of a Defensive Weapons System	TBA
1130-1200	Tour of Current Intelligence Branch	
1200-1300	LUNCH	
1300-1600	The Analyst at Work in Strategic Research	E. F. Knoche Director, Strategic Research <i>An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence officers and others; case studies of selected research and reporting are discussed as to content and methodologies employed.</i>

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Thursday, April 25

25X1A

0900-1020 The National Intelligence Officer

Assistant National Intelligence Officer

The Assistant NIO for Strategic Programs discusses his responsibilities and activity.

1040-1200 The CIA Operations Center

Chief, Operations Center 25X1A

Guided tour and discussion period.

Operations Center

1200-1300 LUNCH

25X1A

1300-1600 The Analyst at Work in Current Intelligence

Deputy Director, Current Intelligence

The Deputy Director of Current Intelligence and selected other analysts and program officers discuss analysis, interpretation, and presentation of current intelligence. They also identify sources of information and problems in assessment, discuss special methodologies, and the nature and scope of OCI support to the various consumers in the Agency, the Community, and at the policy levels.

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Friday, April 26

0900-1200 The Analyst at Work in the
 Defense Intelligence Agency
 (Arlington Hall Station)

A tour of selected production units within DIA to observe and discuss objectives, tasking, methods of research, productivity, and problem areas.

1200-1300 LUNCH

1300-1530 Visit to the Pentagon

- National Military Command Center
- National Military Intelligence Center

Guided tours of two of the major command centers of the Department of Defense to observe their activities and understand the nature and scope of CIA's involvement in their operations.

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SEVENTH WEEK

Monday, April 29

0830-1020

Intelligence Analysis in Crisis
Management

25X1A

[REDACTED]
IC Staff

[REDACTED] discusses
intelligence analysis in crisis
management and describes new
systems for alerting and warning.

25X1A

1040-1230

Office of Current Intelligence
Summary Presentation

25X1A

[REDACTED]
OCI

An overall look at OCI's
intelligence support activities.

1230-1330

LUNCH

1330-

The National Security Council

TBA

A presentation on the operations
of the NSC under the present
administration; the role of the NSC
components and sub-groups; and the
responsiveness of CIA to meet the
intelligence needs for decisions at
the various NSC levels.

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Tuesday, April 30

PRESENTATION AND DISSEMINATION OF INTELLIGENCE

25X1A

0900-1200	Effective Communication (Presentation) of Finished Intelligence	Former Agency Official 25X1A
	Guidelines for Oral Communication	
	<i>Opportunities for specific guidelines in oral presentation of intelligence including graphic aids for effective briefings.</i>	
1200-1300	LUNCH	25X1A
1300-1410	Guidelines for Written Communication of Finished Intelligence	
	<i>Practical demonstrations and general guidelines.</i>	
1420-1520	Reports of Individual Research Projects (First Session)	
1520-1600	Course Review	

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Wednesday, May 1

MANAGEMENT AND USES OF INTELLIGENCE

0900-1020	Intelligence in International Terrorism	TBA
	<i>Intelligence roles in support of the U.S. activities for countering international terrorism.</i>	25X1A
1030-1200	Intelligence in Narcotics Control	
	<i>Role of intelligence analysis in the Agency's responsibilities in Narcotics Control.</i>	
1200-1300	LUNCH	
1300-1420	Agency Relations with Congress	TBA
	<i>A discussion by the Legislative Counsel with special focus on substantive briefings of Congress.</i>	
1430-1530	The Directorate of Intelligence	<u>Edward Proctor</u> Deputy Director for Intelligence
	<i>The Deputy Director describes the overall responsibilities and productivity of his Directorate in support of the DCI, the agencies and services of the USIB community, and the policy-making levels of government.</i>	

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Thursday, May 2

0900-1020 Reports on Individual Research Projects (Second Session)

Class completes oral reports on individual research.

25X1A

1030-1200 Managerial Factors in Intelligence

25X1A [REDACTED] discusses Management By Objectives; their nature and scope and relevance for intelligence analysis.

MAP/OTR

1200-1300 LUNCH

25X1A

1300-1420 Management of Community Resources

A discussion of selected aspects of resource management for U.S. foreign intelligence activities particularly the implications for intelligence analysis.

Deputy Assistant to the DCI for the IC Staff

1430-1600 Intelligence Activities in A Democratic Society

25X1A

A senior Agency briefing officer discusses his views on the challenge of operating an effective U.S. intelligence system in a democratic society.

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Friday, May 3

0900-0930	CTP Staff
0945-1030	TBA
1045-1130	Concluding Seminar

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